Community Living British Columbia

2012/13 - 2014/15
Strategic Plan

August 1, 2012

COMMUNITY LIVING
BRITISH COLUMBIA

Message from the Board Chair and Interim Chief Executive Officer

Community Living British Columbia (CLBC) was created on July 1, 2005 after extensive collaboration with adults with developmental disabilities, family members, advocacy groups, service providers, academics, government representatives and others. The result of this process was a bold vision of how we could work together to support individuals with developmental disabilities to achieve full citizenship in their communities.

Denise Turner, Board Chair, Community Living British Columbia

As a relatively young organization, CLBC is in an exciting place in its evolution. We have learned much over the past seven years that will help us advance our original vision well into the future. We are looking forward to building on the many successes we have had thus far and to apply the lessons we have learned along the way.

This strategic plan sets out the challenges and opportunities CLBC will face in the next three to five years and the corresponding strategies we intend to use to respond. It provides us with a high level roadmap for all key organizational activities. The plan will be reviewed annually to make sure we remain on course.

This plan was created over eight months with valuable input from many stakeholders including adults with developmental disabilities, family members, advocates, service providers, volunteers from our Community Councils and Advisory Committee to the Board, and representatives from our partner Ministries - the Ministry of Social Development and Ministry of Children and Family Development.

Doug Woollard, Interim Chief Executive Officer, Community Living British Columbia

The many discussions that took place throughout the province helped us better understand the landscape in which we currently operate. We were able to distil what we learned into a strategic plan that aligns CLBC's mandate with and builds on the great work already being done in the rich and diverse community living sector of this province. We believe that the following priorities accurately reflect what we heard from those who had input to this strategic plan:

- Enhance participation and citizenship
- Align with the "One-Government" approach to persons with developmental disabilities
- Promote innovation and resilience

What else did we learn?

We learned that we must respond to the same social and economic challenges that face individuals, families, service providers, and governments throughout the world. This does not mean drifting away from or abandoning our core mandate. Instead, it means looking for different ways to achieve our shared vision than we have in the past. Innovation is the key to creating a sustainable future. We must work together to find new ways to support individuals with developmental disabilities to live "*good lives in welcoming communities*".

We learned that CLBC must maintain our commitment to individuals and families as a person centred organization while at the same time being effective and efficient with the resources that are available to us. We recognize that we must enhance our commitment to transparency and accountability. Measuring the quality of life of individuals who use CLBC-funded services is one of the important ways in which we will ensure that we are having a positive impact on the lives of those we collectively support.

We also learned that most people are supportive of looking for new ways to advance the inclusion agenda for those we serve. Actively and effectively engaging with stakeholders will allow us to seize the opportunity that presented itself when so many like-minded people joined together to form Community Living British Columbia. The direct input of individuals and families will be most critical as we move forward in this area.

In the meantime, we have reflected on our practices and will make a number of changes. First and foremost, we are committed to improving how we respond to the individuals and families we serve. We will take steps to ensure individuals and families know who to contact when they need assistance from CLBC. We will also play a more active role in promoting a culture of quality assurance, for example, by addressing complaints in a timely manner.

We understand that CLBC's role is to create opportunities that allow all of us to work collaboratively toward the achievement of common goals. We recognize the tremendous contributions that are made every day by the dedicated individuals, family members, volunteers, community partners, and service providers throughout the province. We are particularly grateful to the individuals and family members who make significant contributions by volunteering on our Community Councils and the Advisory Committee to the CLBC Board of Directors.

On behalf of CLBC's Board of Directors and senior management team, we express our sincere appreciation to everyone who gave their valuable time and energy to this important process. We are confident that the input that was so generously offered is reflected within this plan.

The next three years will undoubtedly present challenges and will test our ability to be resilient as we move forward to achieve the outcomes we know are important. We invite you to join us over the months and years ahead to help advance CLBC's mission and vision on behalf of all adults with developmental disabilities and their families in the Province of British Columbia.

Denise Turner,
Board Chair,
Community Living British Columbia

Doug Woollard,
Interim Chief Executive Officer,
Community Living British Columbia

Executive Summary

This strategic plan outlines the direction Community Living British Columbia will take over the next three years. CLBC is committed to working collaboratively with its many partners and to bringing other community organizations and leaders into the process as we execute this strategic plan.

This document highlights our plans to:

- Enhance participation and citizenship
- Align with the "One-Government" approach to persons with developmental disabilities
- Promote innovation and resilience

This strategic plan also continues our shift in focus from simply funding the delivery of supports and services to placing a greater emphasis on personal outcomes that demonstrate individuals are living *"good lives in welcoming communities."*

The plan has six sections that can be summarized as follows:

Section 1 provides an overview of CLBC as an organization that encourages, funds and monitors person-centred supports and services that address the current disability-related needs of two groups of eligible individuals and their families. The legislation that created CLBC defines the two groups we serve as adults who have a diagnosis of:

- Developmental disability
- Fetal alcohol spectrum disorder or autism spectrum disorder and significant limitations in adaptive functioning

Throughout this strategic plan the term "developmental disabilities" is understood to include individuals in both groups.

Our aim is to work in partnership with our stakeholders and community to provide assistance to individuals and families to help them become contributing participants in all aspects of community life and to remove barriers that can prevent full citizenship.

Section 2 discusses the context within which this strategic plan was developed. Our third strategic plan builds on the work and accomplishments of the wide network of volunteers, individuals, parents and other support network members, community groups, service providers and our staff. It reflects and incorporates significant economic, social, and governmental changes that have occurred since CLBC's creation.

Section 3 provides an overview of our vision, mission, and values statements. These have all been refreshed since our last strategic plan to reflect our continuing evolution as a Crown agency of government.

Section 4 outlines the framework that will shape our strategic direction. There are four primary elements that serve as the foundation of our strategic plan:

- Government direction
- Principles of good governance
- Partnerships
- Organizational capacity

Section 5 outlines the three key strategic directions that CLBC has identified to focus our efforts over the next three-year period. These are to:

- Enhance participation and citizenship
- Align with the "One-Government" approach to persons with developmental disabilities
- Promote innovation and resilience

Section 6 addresses how this strategic plan will be implemented during the next three years. CLBC is committed to:

- Update our strategic plan annually to ensure it remains relevant
- Renew our operational plan, budget and other planning documents annually to ensure they reflect the plan's three key directions
- Work with our partners to ensure this plan is pursued in a meaningful and productive manner
- Communicate our three key strategic directions widely, including issuing annual progress reports

Development of this Strategic Plan

Led by the senior management team and in collaboration with the Board of Directors, CLBC began to develop this strategic plan in March 2011. The plan will be in effect beginning April 1, 2012 through to March 31, 2015.

We acknowledge the important role played by our many stakeholders throughout this process. In particular we wish to thank self-advocates, family members, service providers and community volunteers, all of whom contribute their time and expertise on our Community Councils and Advisory Committee.

They joined with the Board and management on June 11, 2011 to explore CLBC's strengths and weaknesses, and the opportunities and challenges we must consider in the environment around us as we move forward in the years ahead. This process established a solid foundation for the work that led to this strategic plan.

We also acknowledge the role played by many other partners and leaders in the community living sector. As we developed this plan, we talked with representatives from the Ministry of Social Development and other ministries, service providers, and advocacy groups to hear their views about what we were proposing. We also talked with academics and international leaders who are familiar with best practices in other jurisdictions.

Finally, we met with many of our committed staff whose work supports the provision of supports and services needed by individuals and families throughout the province. They contributed many thoughtful ideas and suggestions.

During this process, we came to a mutual understanding of current worldwide trends that favour a personalization of supports and services to address people's disability-related needs and enable an active life in the community. Indeed, these trends require us to use different language to talk about concepts like capacity, contribution and citizenship.

At the heart of this change is a move away from traditional models of support - based on group services with limited choice - towards giving people greater choice and control over the supports and services they require to live independently and participate in their community. This is based on the growing understanding that funded services are only part of what is required to help a person to lead a truly inclusive life.

We also note that the United Nations Convention on the Rights of Persons with Disabilities powerfully reinforces the shift that is underway.

It is our sincere belief that our strategic plan reflects these important developments in the international disability community.

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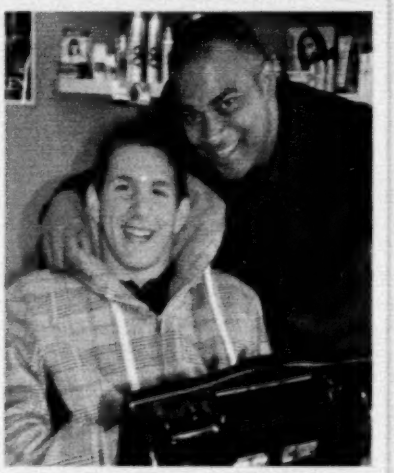
Introduction

A strategic plan provides the high-level direction needed by an organization to successfully pursue its vision and mission. This strategic plan is the primary expression of the direction that Community Living British Columbia (CLBC) wishes to establish, and provides guidance for staff in their day-to-day endeavours.

Building on our successes since being created as a Crown agency in 2005, this strategic plan stands above and guides CLBC's day-to-day management. It presents a bold, visionary direction for the next three years. Things will undoubtedly change over this timeframe and the plan will be reviewed and revised as necessary in response to those changes.

To be effective, a strategic plan must be reflected in an organization's other planning and monitoring documents such as operational, budget, risk management, and individual performance plans. CLBC is committed to do this.



Cory speaks with the assistance of a communication device.

Our strategic plan is divided into the following six sections:

1. Community Living British Columbia Summary

This section presents an overview of CLBC including how and where it operates, and the people it serves. The section provides the following information:

- Organizational overview
- Profile of individuals served by CLBC
- Description of CLBC-funded services

2. The Planning Context

This section sets out a number of different factors that will affect CLBC during this next three-year period. The section describes important changes in each of the following areas:

- The community living sector
- Government policy
- The operating environment

We also highlight population, economic, social, and technological trends that were identified in the environmental scan undertaken as part of the planning process

3. CLBC Vision, Mission, and Values Statements

As CLBC moves into its third strategic planning cycle, it has experienced changes in its mandate, business processes, and the sector itself. In light of these changes, and in response to stakeholder feedback, we have refreshed our vision, mission and values statements by answering the following questions:

- What do we intend to achieve? (Vision)
- How will we achieve our vision? (Mission)
- What will guide our actions? (Values)

4. Framework For Our Strategic Direction

This section provides a short description and graphic illustration of the relationship between the four core elements of our strategic plan:

- Government direction
- Principles of good governance
- Partnerships with individuals, families, service providers, communities and others
- Organizational capacity

5. Key Strategic Directions for the Current Planning Cycle

To ensure we focus our energy and resources on the most important issues, three key directions have been identified. These are to:

- Enhance participation and citizenship
- Align with the "One-Government" approach to persons with developmental disabilities
- Promote innovation and resilience

An overview and a number of specific goals and high-level actions are provided for each of these key directions.

6. Next Steps – Implementing the Strategic Plan

This section outlines the steps that CLBC will take to achieve the goals and actions set out in this strategic plan. Specifically, we will:

- Review our strategic plan annually and make any necessary changes to ensure its continued relevance
- Renew our operational plan, budget and other planning documents annually to ensure they all reflect the three key directions set out in this strategic plan
- Work with our partners to ensure this strategic plan is pursued in a meaningful and productive manner
- Communicate our three directions widely, including issuing annual progress reports

1. Community Living British Columbia Summary

1.1 Organizational Overview

CLBC is a Crown agency that funds supports and services that address the current disability-related needs of two groups of eligible individuals and their families in British Columbia:

- Adults who have a diagnosis of developmental disability; criteria include age of onset, intellectual functioning and adaptive behaviour as defined in the *Diagnostic and Statistical Manual Version IV*

- Adults who have a diagnosis of fetal alcohol spectrum disorder or autism spectrum disorder (also known as pervasive developmental disorder) and significant limitations in adaptive functioning; this relatively new program area known as the Personalized Supports Initiative (PSI) began February 1, 2010

The PSI marked the initiation of support for a group of individuals whose access to needed supports and services in BC was previously limited. Because few Canadian service models are targeted to the unique needs of this group, we are learning from individuals and families and documenting the process to ensure that lessons learned are captured and used in future planning.

CLBC's mandate is set out in the *Community Living Authority Act*. It includes developing operational policies, ensuring standards are met, and managing funds and support to address the needs of eligible adults. CLBC is accountable to the legislature through the Ministry of Social Development. This is the Ministry that is responsible for funding CLBC, setting and communicating government's mandate, establishing key policy and priority direction, and overseeing our performance.

In 2011/12, CLBC's operating expenditures were $703.8 million; $654.5 million, or 93%, were spent directly for disability-related supports and services. At March 31, 2012, 14,241 adults with developmentally disabilities were registered as eligible for CLBC services. The average per-person cost of supports and services delivered throughout the year was $46,445.

Over 3,100 non-profit agencies, private service providers and individual contractors are funded by CLBC to deliver a wide range of supports and services that include residential and community inclusion services, skill development and employment support, and respite and other supports (e.g., psychological) for individuals and families. This network of contractors enhances and supports the work done by individuals, families, volunteers and others who also work to ensure that the individuals we serve can participate fully in their community.

Two formal structures also provide CLBC with assistance and advice in this important work. As a community extension of CLBC, 12 Community Councils located throughout BC work collaboratively with many different partners to support community inclusion, citizenship and full participation of people with developmental disabilities. Council membership includes adults with developmental disabilities, family members, service providers and other community representatives.

An Advisory Committee, made up of an adult with a developmental disability or a family member from each of our Community Councils, assists CLBC's Board of Directors with its governance and decision-making. The Committee does this in two ways.

First, it communicates successes and concerns identified by Community Councils that have provincial implications. Second, the Committee makes policy and practice recommendations for CLBC Board and management consideration to enhance the quality of life for people served.

CLBC operates across the province and has offices in five provincial regions (Fraser, Interior, Vancouver Island, Vancouver Coastal and the North) and is supported by a corporate office in Vancouver. Each region has teams of analysts and facilitators who work together to deliver supports and services to individuals and their families.

Quality Service analysts are responsible for reviewing individual support plans and allocating resources, managing contracts and procuring services, monitoring services and developing resources. Analysts are the main point of contact for service providers.

Facilitators are the main point of contact for individuals seeking supports and their families. Facilitators are responsible for confirming eligibility, developing support plans and assisting individuals and families by providing information and helping to address issues that arise. Some facilitators work out of smaller offices ensuring that individuals and families who live in more rural areas of the province have local access to CLBC.

Supporting and enhancing individual and family capacity is central to CLBC's practice. Facilitators, supported by analysts, assist individuals and families to identify their strengths and develop personal goals that help them to meet their needs and resolve problems for themselves. Facilitators also help individuals and families to balance the use of CLBC-funded supports and services with those services that are available in the community that citizens without disabilities use every day.

As a result of concerns identified in the Deputy Minster's review of CLBC released in January 2012, CLBC has taken steps to improve its responsiveness to individuals and families. We have increased our focus on listening to and understanding the perspectives of adults and families and are committed to improving our engagement and communication with individuals and families about appropriate arrangements for residential and community inclusion supports. Staff is putting the best interests of the person at the centre of decision-making when working with individuals and families.

KEY CONCEPTS THAT GUIDE CLBC'S APPROACH

- **Being included in, and contributing to, the community enhances the individual's quality of life**
- **Inclusion and contribution are enhanced by using services that are accessed by citizens without disabilities, such as public transportation, health services, and recreation centres**
- **Informal supports provided by families, friends, and neighbours can help people access the wider community**
- **Person-centred planning helps people identify opportunities in their community and access a range of funded services that may not be available within the general community**

We are making efforts to ensure that individuals and families have a consistent point of contact at CLBC. We will also play a more active role in quality assurance. For example, our complaint process will be changed to make it more accessible and to help us address complaints in a timely manner. Additionally, CLBC is part of the Integrated Services Support Team which will help adults with developmental disabilities solve problems they may have with the services they receive from CLBC and any other BC government services like housing and disability assistance.

Plans are also underway to move responsibility for completion of the *Guide to Support Allocation* (GSA) from analysts to facilitators. The GSA is used by analysts to help make resource allocation decisions. Having facilitators complete this assessment will allow them to inform individuals and families about the level of support that is likely to be available when they initially approach CLBC and before they begin planning. This will help streamline the planning process for individuals and families and reduce uncertainty about what they might expect to receive. This transfer of responsibility will be completed by March 31, 2013.

The safety of those we serve is of primary importance to CLBC. As a designated agency under the *Adult Guardianship Act*, CLBC responds to allegations of abuse and neglect. Other formal CLBC safeguards include setting standards that must be met by service providers, monitoring services, receiving and responding to critical incident reports submitted by service providers, conducting external reviews and maintaining a complaints handling process.

Further information about CLBC's organizational structure, the supports and services that are delivered by our service providers and contractors, CLBC's approach to service delivery and the people it serves can be found at www.communitylivingbc.ca/.

1.2 Profile of Individuals Served by CLBC

As of March 31, 2012 CLBC had open files for 14,241 adults with a developmental disability and 341 adults with fetal alcohol spectrum disorder or autism spectrum disorder out of a provincial population of 4.6 million people.

These adults who are registered with CLBC fall into a number of groups:

- Adults who access traditional community living services - e.g., group homes, home sharing and day programs - often for many years
- Older adults who live with parents or other family members and have had little or no involvement with CLBC-funded services
- Youth who have transitioned, or are in the process of transitioning, to adulthood
- Adults in the Personalized Supports Initiative who represent a new group of CLBC-eligible individuals

The largest group consists of adults who have accessed services for a significant number of years, many since deinstitutionalization which began in the late 1970's. Individuals in this group, many of whom are supported by family, face a variety of issues. For example, many experience age-related health issues up to 20 years earlier than the general population; some will require additional support to continue to live in the community.

As well, because the community living sector has a history of change, some individuals and families can experience anxiety about continued access to familiar services to address their needs, as providers and their programs and service models evolve. CLBC is committed to working collaboratively with these individuals, and their families, to minimize any disruptions that such change can cause and to ensure that their wishes and aspirations are central to decision-making that impacts their lives.

Those in the second group face a different set of challenges. As parents grow older and experience increasing health care needs, they worry about who will provide support when they can no longer fill this role. They are requesting support when the system is already stretched to capacity. An increasing number of adults, many of whom have never had prior contact with CLBC, are now seeking support. To illustrate this trend, 72 individuals over the age of 45 registered with CLBC for the first time in 2010/11. In the next 5 years, CLBC's 45-64 age group is projected to increase 14%. CLBC will initiate work with the Ministry of Health to assist in developing plans to respond to these evolving needs.

The third group consists of young adults who have recently transitioned or are in the process of transitioning to CLBC-funded services. This group has previously accessed services through the Ministry of Education and the Ministry of Children and Family Development. These individuals and their families have greater expectations around employment and full participation in all community activities than individuals who began accessing the adult service system even 10 years ago.

This situation can create tensions when many of the supports and services provided to youth and their families are either not available to them as adults, are not what they want, or are in limited supply. Approximately 600 youth with developmental disabilities turn 19 each year. In recent years, almost all transitioning youth eligible for CLBC support have registered with CLBC.

Individuals in the Personalized Supports Initiative are a new group of adults that may require some type of support during their lifetime. CLBC has been very successful in collaborative planning and partnering with many different community agencies and organizations for the people served by this initiative.

CLBC is monitoring eligibility applications and service responses to inform future caseload forecasting and program planning.

Since adults in the Personalized Supports Initiative represent a small portion of the population we support, the term "developmental disabilities" used throughout this document is understood to include this group of individuals. Many other jurisdictions use the term "intellectual disabilities" as a more inclusive term.

Individuals served by CLBC are also eligible to receive health and mental health services from the Ministry of Health, various supports and services provided by the Ministry of Social Development under its BC Employment and Assistance for Persons with Disabilities program, and housing from BC Housing. Better linkages between these services is part of the province's "One-Government" approach; the focus is on creating greater collaboration between those ministries that deliver an array of health and human services that are designed to meet the needs of citizens with disabilities (See Key Direction #5.2, *Align with the "One-Government" Approach to Persons with Developmental Disabilities on page 18 for* more details).

The dilemma CLBC faces in serving these four groups is balancing the desires of older adults who may not want changes in how they are supported with the expectations of younger individuals and families who want a completely different approach.

The existing services currently consume much of CLBC's financial resources. As an example, current spending on staffed residential resources represents 43% of the total expenditures on contracted services.

The question CLBC needs to answer is:

How do we respect the previous choices of one generation while meeting the expectations of a younger generation?

1.3 Description of CLBC-Funded Services

The table on the following page identifies the types of supports and services that are available to adults and their families to help them achieve a better quality of life within their communities.

Community inclusion services	• Employment - provides a variety of supports to ensure that individuals find work with an employer in the community • Skill development - provides individuals with support to develop skills that are required for healthy, independent living • Community-based/home-based - for individuals who require ongoing support to participate in their community in a meaningful way (usually offered according to an established schedule that allows individuals to participate on a part-time or full-time basis). Community-based services operate outside participants' homes and home-based services support individuals within their homes
Residential services	• Supported living (outreach support or cluster living) - provides individuals living independently in the community who own, lease, or rent their own homes with assistance in activities of daily living • Shared living (home sharing or live-in support) - an adult shares a home with someone who is contracted to provide ongoing support • Staffed residential - support for daily living is provided to an individual or group of individuals by a team of staff who rotate through the home according to an established schedule that includes overnight hours
Other Supports	• Respite for families (contracted or direct-funded) • Support for individuals and families (psychological, behavioural, home-maker, support coordination) • Assessment services • Crisis support • Provincial Assessment Centre - provides for up to a three-month residential multi-disciplinary assessment for individuals with challenging behaviours/mental health issues

2. The Planning Context

This is the third three-year strategic plan developed by CLBC since its creation in 2005. It builds on our work and accomplishments to date. Over the past six years, CLBC has undergone significant changes *including*:

- Clarifying our mandate and enhancing our relationship with government
- Building an operational policy and practice framework to support service delivery across the province
- Working with service providers to create efficiencies and serve more people

During this time, significant changes have occurred in the economic, social and governmental context in which CLBC operates. These factors are reflected in this plan. The section below outlines the broad context in which the strategic plan has been created.

2.1 Changes in the Community Living Sector

Historically, government addressed the needs of adults with developmental disabilities using institutional settings based on a medical approach to care. Those living at home with parents during this time generally received few, if any, government-funded services. In response to limited choices, families mobilized and developed community options for their sons and daughters beginning in the 1950s.

As a result of efforts by advocates in the community living sector and by government representatives who recognized that cost-effective community options could better meet the needs of individuals, government committed to a process of deinstitutionalization. This 20-year process led to the closure of the province's three large institutions.

As a result, an extensive network of community supports and services - primarily group homes and day programs - was established. Funding to create these community-based services increased rapidly during this period which lasted until the late 1990s.

Karly (front right) has found a new sense of community through her job at the YWCA.

However, supporting people to move from institutions was only a first step; by the end of the 1990s it was being recognized that, while many individuals were living successfully in the community, some were still not fully or meaningfully participating in community life.

We are now on the cusp of an important change in our sector. Over the past decade, adults with developmental disabilities have begun to be seen as valuable contributors to the economic and social well-being of their communities. The emphasis is shifting from providing programs and services to a person-centred approach in which adults with developmental disabilities are supported to build on their unique strengths and capacities to realize their dreams and aspirations within the fabric of the broader community.

Supports and services are increasingly seen as a means to an end. Collectively, we are starting to understand that the true value of services lies in their ability to support adults to live as full citizens who engage in a variety of valued community roles such as friend, neighbour and employee. It is in this context that CLBC views itself as an enabler by funding supports and services that adults can access when they are needed to achieve their citizenship aspirations.

However, this transformation is not yet complete. The system-centred perspective on disability continues to influence both the service delivery system and how individuals are perceived by various groups and members in society.

The differences in how these two approaches characterize and respond to individuals' needs must be acknowledged and addressed as CLBC moves forward. Key differences between the traditional system-centred view of disability and the emerging person-centred support model are summarized in the table on the following page. This shows the range of viewpoints that need to be balanced if participation and citizenship are to be enhanced.

System-Centred	Person-Centred
• Focuses on a person's perceived physical, biological or psychological problems and deficits	• Focuses on an individual's strengths and capacities
• Stresses diagnosis, labelling and the use of services based on group characteristics	• Stresses the importance of relationships, having a meaningful presence in the community, and engaging in roles that most citizens value in their lives
• Driven by experts and professionals	• Driven by the individual with support from family members, friends and trusted advisors
• Focuses on "fixing" or "changing" the person	• Increases the capacity of communities to respond to the needs of all citizens while raising disability awareness within and across different systems

2.2 Changes in Government Policy

A major shift is occurring in how governments around the world view their role in the provision of social services, including those for adults with developmental disabilities. This is due, in part, to a growing realization that current service structures, across all health and social service sectors, are not sustainable from a funding and growth perspective. This is especially true given current and projected economic uncertainties.

There is also a growing recognition that the way services have been developed and delivered has created barriers to community inclusion and citizenship. Traditional services have unintentionally resulted in people being seen as "different" and in need of professional care and support. This has reduced, rather than encouraged, full participation of adults with developmental disabilities in society.

These factors are helping to reshape government's role from being primarily a source of funding to one of enabling the achievement of individual outcomes. Governments are increasingly considering the extent to which their funding investments can stimulate the creation of flexible and responsive supports and services that can address people's needs, while at the same time helping them to achieve their inclusion and citizenship goals.

The evolving approach in western jurisdictions reflects a greater focus on self-determination and self-direction. This is supported by policy and practice shifts that recognize and build on individual and family capacity, and by providing supports and services when they are needed.

Governments are also recognizing that more adults with developmental disabilities are seeking access to the services that the majority of citizens use every day. These include education programs, health services, public transportation, recreation centers, local clubs and associations, and community groups. Such services can often better meet the needs of adults with developmental disabilities than formal disability services do, and can help to decrease reliance on services developed specifically for people with disabilities. Greater inclusion in the community has a range of benefits. For example, there is compelling evidence that employment results in enhanced quality of life in a variety of dimensions.

World-wide there is a trend for governments to seek ways to integrate access to these types of services as part of their approach to the provision of disability services. At the same time, there is a growing awareness that different parts of government must work together more collaboratively in order to deliver needed services in a more efficient and streamlined manner. Linked to this is a developing awareness by government and the public that efforts are also needed to better leverage taxpayer dollars to more effectively involve other potential partners such as local governments, business and the philanthropic sector.

Ensuring that individuals and families, CLBC, its partners, and stakeholders have the tools required to develop their capacity and maintain resiliency in adapting to these changes is fundamental to success and is a key underpinning of this strategic plan.

2.3 Changes in the Operating Environment

All strategic plans must consider the world in which the organization operates. In building this plan we reviewed the current operating environment in a number of areas. The factors below are those that we believe will most directly influence the direction that CLBC takes.

2.3.1 Demographic and Population Trends

- The BC population as a whole is aging - stress on adult caregivers is growing
- Diversity in immigrant populations is increasing - CLBC needs to ensure that services are responsive and accessible to people from different cultures
- Individuals with developmental disabilities now have greater life expectancy, but many also experience an earlier onset of health issues than is the case with the general population
- CLBC forecasts an annual growth rate of approximately 4-5% over the next three to five years in adults requesting support - this is consistent with forecasts from similar jurisdictions that range from 4-6%
- As noted previously, almost all youth with developmental disabilities who are eligible for CLBC-funded services are requesting support as they transition to adulthood

2.3.2 Economic Trends

- There is increased competition for scarce economic resources. Even the most optimistic projections suggest that funding increases are unlikely to match projected increases in service demand over the next three to five years
- World-wide there is an increased emphasis on demonstrating "value for money" in terms of cost and outcomes; government and communities expect a "return on investment"
- No new major sources of public funding are anticipated at either the provincial or federal levels. Since CLBC's inception the focus at the federal level has been on creating economic stability and promoting economic independence through various savings incentives like the Registered Disability Savings Plan, and tax credits for individuals and families. Federal health and social transfer payments will also be renegotiated in 2015

- CLBC, like all government-created bodies, needs to operate in a way that is consistent with government's overall expectations, including the emphasis on supporting families and securing employment for individuals served

2.3.3 Societal and Technological Trends

- Changes in technology provide opportunities to decrease costs in meeting certain assistive, mobility, safeguarding, and communication needs of individuals
- Rapid expansion of social networking creates greater opportunities for community and professional collaboration. For example, over 17 million Canadians use Facebook and visit YouTube each month and more than 3.5 million Canadians regularly access Twitter accounts. These are valuable tools that increase community participation and involvement but they also create risks in terms of privacy and appropriate use

3. CLBC Vision, Mission and Value Statements

3.1 Vision: What are we trying to achieve?

CLBC is expected to and will demonstrate leadership in the community living field. We will positively influence the well-being of adult British Columbians with developmental disabilities. Our goal is to ensure those we support have equitable access to a wide array of informal and formal supports and services that can help them meet their disability-related needs and pursue their citizenship aspirations.

Leadership conveys CLBC's commitment to influence and enlist the aid and support of others in accomplishing this vision.

Our refreshed vision statement is:

CLBC is a recognized leader in supporting adults with developmental disabilities to live good lives in welcoming communities.

3.2 Mission: How are we going to achieve our vision?

A mission statement guides an organization's actions, spells out its overall goal, provides direction, and focuses decision-making at all levels. It provides the context within which an organization's strategies are formulated.

We have also refreshed our mission statement since the last strategic plan to reflect our focus on enabling multiple partners to play a role with us in the delivery of services.

Our refreshed mission statement is:

Stakeholders are those people and groups that can either affect or be affected by CLBC's actions, objectives and policies.

In partnership with our stakeholders, CLBC facilitates and manages a responsive and sustainable network of supports and services that assists adults with developmental disabilities to be full participants in their communities.

3.3 Values: What will guide our actions?

Values are the building blocks of human behaviour. They provide a focus for how we approach our work by inspiring behaviour that creates a dynamic and performance-oriented organization.

We have refreshed our values statements and will strive to achieve the following in everything we do:

Ish and Jordana participated in CLBC's Quality of Life pilot project.

Respect for individuals, families, partners, and staff

- We recognize and build on each individual's abilities and believe that disability should not define how a person is viewed or treated
- We work with our partners in a spirit of cooperation and open dialogue
- We continue to build and support an engaged workforce by recognizing the contribution and commitment of each of our employees

Results matter

- We use research to support evidence-based decision making
- We measure outcomes for those we serve and in accordance with our mandate and agreements with government
- We are accountable -- professionally, financially, environmentally, and socially

Excellence through innovation and knowledge creation

- We work with our partners and adopt examples of progressive practice from our own and other jurisdictions to create innovative, person-centered solutions at the local level
- We ensure new knowledge is incorporated into practice within our service delivery structure by networking with sector leaders
- We challenge conventional wisdom and incorporate evaluation into everything we do

Open minds

- We approach each task with fairness and flexibility
- We believe that no one has a monopoly on good ideas or the best way to get a job done; we are open to learning from others to support our commitment to innovation
- We have candid conversations with stakeholders to ensure that we act in the best interests of the individuals we support and in ways that are sustainable

Value for money

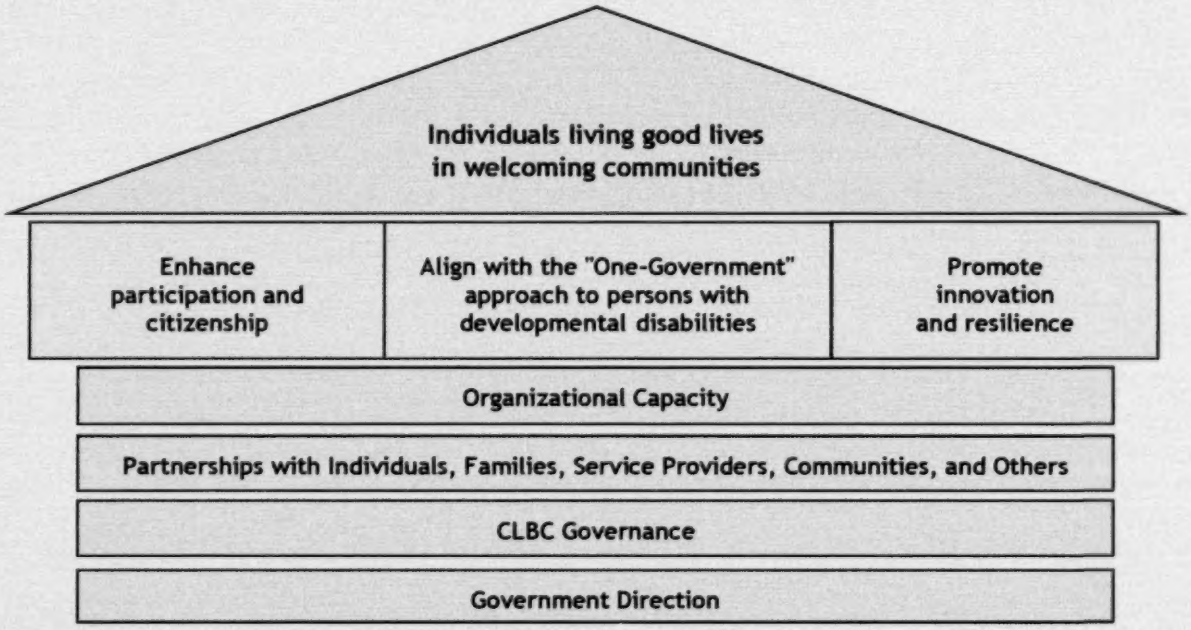
- We balance effectiveness with cost in the delivery of any support, service, business process or activity

- We provide equitable access to services that meet each individual's current disability-related needs
- We ensure that services are flexible and responsive, and delivered within our available resources

4. Framework For Our Strategic Direction

Our plan requires a solid foundation to help us grow, adjust, change, and reach our goals. The four elements which are instrumental to our strategic plan are discussed below. Their order reflects their importance; together, they provide the framework for meeting government's policy objectives, addressing the needs of the individuals we support, and realizing the vision of enabling adults with developmental disabilities to live *"good lives in welcoming communities."*

The graphic below illustrates how the various elements of the strategic plan are linked.


Individuals living good lives in welcoming communities
Enhance participation and citizenship
Align with the "One-Government" approach to persons with developmental disabilities
Promote innovation and resilience
Organizational Capacity
Partnerships with Individuals, Families, Service Providers, Communities, and Others
CLBC Governance
Government Direction

4.1 Government Direction

As a Crown agency, CLBC is an agent of the provincial government and is accountable to the legislature through the Ministry of Social Development. The *Community Living Authority Act* sets out CLBC's mandate and broad policy direction. This legislative and reporting framework sets the direction for CLBC's work and its various initiatives. This results in direct communication and accountabilities such as reporting regularly to the Ministry of Social Development on key performance indicators.

While CLBC develops its own operational policies and typically has more operating flexibility than government ministries, there are also legitimate expectations that CLBC must respect. The annual Government Letter of Expectation (GLE) which provides specific direction that CLBC must follow on a number of issues is one example.

CLBC also has a shared mandate with a variety of government ministries to support adults with developmental disabilities. For example, the *Guidelines for Collaborative Service Delivery for Adults with Developmental Disabilities between CLBC, Regional and Provincial Health Authorities, Ministry of Health Services and MSD* outline CLBC and Ministry of Health responsibilities in supporting adults with health-care needs. The *CLBC/MCFD Operating Agreement* clarifies Ministry of Children and Family Development and CLBC staff roles and responsibilities in supporting eligible youth transitioning to adult services.

CLBC is committed to maintaining its strong working relationship with the Ministry of Social Development, along with its working agreements with other government ministries such as Health, and Children and Family Development. Although these ministries have different mandates, each affects the lives of adults with developmental disabilities in BC. CLBC recognizes that it cannot be successful unless it works collaboratively as part of a "One-Government" approach to meeting the needs of adults with developmental disabilities.

4.2 CLBC Governance

Governance refers broadly to the rules and processes that organizations are expected to follow in their day-to-day operations to ensure their ongoing success. CLBC was created to play an important bridging role between government decision-makers and the individuals and families we support. We are committed to a clear focus on all issues related to effective corporate governance and conforming with the governance principles and processes developed for Crown agencies. Primary amongst these are public accountability and fiscal responsibility. Information on governance can be found on the Crown Agencies Resource Office website - http://www.gov.bc.ca/caro/.

Musical group "Inclusion" was honoured with a WOW!clbc recognition award.

This strategic plan is part of our commitment to governance best practices and establishes clear and transparent vision, mission, and values statements that shape the work undertaken by CLBC as well as setting a strategic direction. CLBC's governance framework can be found at www.communitylivingbc.ca/about/governance/board/.

4.3 Partnerships with Individuals, Families, Service Providers, Communities and Others

Partnerships support collaboration, achievement of common goals, and can help build greater capacity than one group acting alone. CLBC works with many valued partners including:

- Individuals who require support to participate in community life
- Families who play key roles including providing care and a home to live in, assistance in decision-making, financial support, safeguards and advocacy

- Community service providers and contractors who deliver a wide range of programs and services throughout BC
- Local governments, businesses, and community organizations that provide services that all citizens use
- Research and academic organizations that generate knowledge and learning that we can all use and benefit from

CLBC recognizes that we need to nurture our current network of partnerships and expand it to include people and organizations not traditionally associated with the community living sector. This means focusing on greater involvement with the business community, educational institutions, municipalities, community services, service organizations, and volunteer groups that are part of the fabric of BC's diverse communities. This will help to create new opportunities for individuals to participate more fully in valued roles in society.

4.4 Organizational Capacity

We have set ambitious goals and are mindful of the potential increased demands on our staff and infrastructure that we need to address. Achieving our goals is also linked to our capacity to undertake the work set out by government in the *Community Living Authority Act* and its other agreements with us.

We have identified a number of internal organizational, human resources, information management, and financial capacity issues that must be addressed over the next three years. By addressing these issues, we will demonstrate our commitment to developing CLBC as a learning organization that identifies where it is, what it is missing, and how to close the gaps. This approach allows us to take appropriate risks while learning from and applying what has worked well.

The following important organizational capacity issues, that will support our commitment to maintaining a culture of excellence, need to be addressed:

- Ensuring that the directions set out in the strategic plan are consistently reflected in all other planning documents used within CLBC
- Aligning our recruitment and retention, staff development and training plans to support our three strategic directions (see Section 5 below)
- Identifying and profiling the necessary skills required by staff and incorporating this into operational plans
- Defining and implementing business tools that support analysis, decision-making and accountability
- Creating the necessary analytical tools to measure what we need to measure

5. Key Strategic Directions For The Current Planning Cycle

To successfully develop and implement this strategic plan, we need to identify specific goals and actions that can be included in our provincial and regional operational plans. These will be regularly assessed and modified as required. Below are the three key directions we have chosen for the current planning cycle:

- Enhance participation and citizenship
- Align with the "One-Government" approach to persons with developmental disabilities
- Promote innovation and resilience

The sections that follow provide an overview of each direction as well as their associated goals and actions.

5.1 Enhance Participation and Citizenship

A fundamental change is occurring in community living. Individuals and families are now accessing supports and services that increasingly promote active citizenship and all of the roles and responsibilities that go with being a contributing member of society. At the heart of this change is a growing emphasis on the importance of personal relationships and participation in valued community roles.

Community is more than where we live. It includes who we meet, who we talk to in person or online, where we go for exercise, fun or worship, and who our friends, associates, and co-workers are. Although the community living sector has supported a growing number of individuals to be "in" the community over the last 25 years, many remain "apart" without a genuine sense of belonging or contribution.

We need to learn from those who have been successful in supporting people to be participating members of their community. We believe that proper training is a critical element in this process and will be working with our partners to ensure that everyone who works directly with individuals is properly trained to facilitate community connections and to understand why this is important.

This citizenship agenda is ripe for bold action, but we recognize that areas of resistance and concern remain within our sector and in the wider community. Social and physical barriers remain as do misconceptions, prejudice, and labeling. To tackle these, we need to work with our partners to build on the work that has already been done in the public and private sectors to promote a vision of citizenship for all. The involvement of business, philanthropic groups, service clubs, recreation centres, and technology interest groups are examples of where increased involvement with, and participation by, individuals with developmental disabilities is needed. In turn, this will enhance recognition of each person's interests, abilities, and contributions, by promoting citizenship opportunities that demonstrate the contributions to community life that adults with developmental disabilities make each day through work, recreation, and the sharing of mutual interests.

Employment is one way most of us experience *"good lives in welcoming communities."* This is also true of individuals with developmental disabilities. Employment enhances community inclusion, promotes better quality of life outcomes, and leads to greater citizen participation. As well, it adds to individual and community prosperity. These benefits will increase financial security and create a balance between the use of CLBC-funded supports and services and informal supports and typical community services used by most citizens. In short, employment is a key gateway to citizenship.

An increased emphasis on a comprehensive employment strategy is central to our direction over the next three years. We believe it is possible, over time, to double the employment rate, based on the experience of other jurisdictions. A case in point is Washington State, an internationally recognized leader in employment for adults with developmental disabilities.

As a result of strong sector leadership and dedication to engaging the business community over two decades, Washington has significantly increased that State's employment rate.

Employment planning with youth prior to their transition to adulthood is a key to increasing the employment rate and maintaining a sustainable system. Evidence suggests students who graduate from high school with at least one paid job on their résumé are more likely to remain employed after graduation and not use a traditional day program[1].

Tom is a youth with autism who did not want to enter a day program when he left high school. Tom was referred to a customized employment program. At age 17 he got a paid job at his public library. He earns $18 per hour and is a stellar employee. Tom is now taking a computer programming course and planning to go to college. He is still employed at the library.

CLBC needs to work with all stakeholders, now and in the future, to develop the necessary policy, practice and technical supports that will help us to achieve our employment goals. We will also work with our service providers to assist them in transitioning to a stronger focus on employment.

While we acknowledge that not every person eligible for CLBC-funded supports and services can be expected to obtain work, everyone we serve should have the opportunity to either seek employment or have some other form of meaningful activity available to them. CLBC will continue to assist everyone we support to make valued contributions to their communities. The work of our Community Councils and Advisory Committee will also support individuals and families in their efforts to build networks of support and develop local solutions to address this issue of citizen engagement and contribution.

As part of our commitment to being accountable for the funding we receive from government, CLBC is committed to measuring the impact that services have on the lives of adults with developmental disabilities. To this end, CLBC has chosen an internationally validated Quality of Life outcome measurement framework developed by Dr. Robert Schalock[2] to measure personal outcomes. This framework has eight domains that provide an indication of individual quality of life in the areas of independence, social participation, and well-being. The eight domains are:

- **Emotional well-being** - contentment, self-concept, lack of stress
- **Interpersonal relations** - interactions, relationships, supports
- **Material well-being** - financial status, employment, housing
- **Personal development** - education, personal competence, performance
- **Physical well-being** - health and health care, activities of daily living, leisure
- **Self-determination** - autonomy/personal control, personal goals, choices
- **Social inclusion** - community integration and participation, roles, supports
- **Rights** - legal, human (respect, dignity, equality)

[1] Personal communication: Paul Malette, PhD, Director, CBI Consultants

[2] Measuring outcomes and managing for results, Robert L. Schalock and Gordon S. Bonham, Evaluation and Program Planning, Volume 26, 2003, Pages 229–235

In 2009/10, CLBC conducted a demonstration project in the Fraser Region with seven service providers to test a survey tool known as the *My Life: Personal Outcomes Index™*, evaluate administrative processes, and obtain initial quality of life results for the participating service providers. CLBC is now implementing this initiative (known as ***include Me!***) provincially over the next four years.

Survey data will enable us to identify the effect that supports and services have in people's lives and will inform continuous quality improvement strategies developed by service providers and CLBC. An increased emphasis on reliable outcome metrics will also inform CLBC's policy direction and help demonstrate what we are achieving when we talk to government and others about funding requests.

This is the first time that BC's community living sector will have a common approach to outcome measurement to assist us in our decision-making about what works best in the sector.

The table below summarizes the key goals and actions of our first strategic direction.

Enhance Participation and Citizenship	
Goal	**Action**
Funded supports and services are person-centred and build on individual and family capacity	• Enhance individual and family resilience by building support networks • Support adults with developmental disabilities to access the community services used by most citizens • Increase access to individualized services for individuals and families • Implement ***include Me!*** (Quality of Life personal outcome initiative) across the province
Individuals participate fully and contribute to community life	• Support adults with developmental disabilities to participate in valued roles in their communities • Increase public awareness about the work of the community living sector and the potential roles citizens can play • Enhance Community Council capacity to support inclusion, citizenship and full participation of adults with developmental disabilities
Employment rate for individuals is increased	• Increase employment opportunities for adults with developmental disabilities • Prioritize employment as a focus for transitioning youth • Support traditional day programs to include an employment focus for adults who can work

5.2 Align with the "One-Government" Approach to Persons with Developmental Disabilities

There has been a rapid growth in government-funded supports and services since deinstitutionalization began in the late 1970s. BC now has an extensive network of private and not-for-profit agencies and contractors that provide a wide array of supports and services.

As the sector has grown, so too have services and programs delivered directly by government. At the same time, this has created new expectations amongst individuals and families. Coupled with pressure to increase budgets and provide more services to meet demand, stakeholders have encouraged government to adopt a new approach to providing supports and services. This process began in an organized way in 2001 and led to CLBC's creation in 2005.

Chris (right) volunteers at the Salt Spring Island fire department.

However, the move toward self-direction that was at the heart of the vision for CLBC did not eliminate certain problems experienced in the old system. These included challenges in responding to changing needs and expectations of individuals and families in a timely manner, particularly transitioning youth and their families who wanted more personalized supports in a smooth transition from High School to adult life.

Factors contributing to this situation include a lack of flexibility and service integration across key ministries such as Health, Children and Family Development, Education and Social Development to respond to the needs of individuals with developmental disabilities.

In 2011, government recognized that CLBC and the ministries responsible for meeting the needs of individuals with developmental disabilities and families were not effectively coordinating their efforts. A Deputy Ministers' review titled *Improving Services to People with Developmental Disabilities: Deputy Ministers' Review of Community Living British Columbia* examined the totality of government's supports and investments and found that:

- There was a lack of integration among government agencies to support adults who are transitioning, the result being that . . . *"access to services and service levels change when an individual transitions from youth to adulthood, and many 19 year olds face delays in obtaining services or experience a reduction in service"*
- CLBC's employment programs need to be coordinated with a broader, more rationalized and integrated government approach that emphasizes employment readiness and skills development to prepare people for a more independent life
- The wide range of tools and processes used to assess eligibility and allocate resources can lead to confusion and frustration, particularly for youth and their families transitioning from the Ministry of Children and Family Development to CLBC

- There is a need to improve communication and collaboration between CLBC and other providers in government to increase understanding of what is more widely available as many people are simply unaware of what is available across government

In response to these issues, one of the 12 recommendations in the Deputy Ministers' Review was to develop a coherent "One-Government" policy framework for persons with developmental disabilities.

At the core of this "One-Government" approach is a recognition of the need to focus on and be more responsive to individuals and families, while deepening their understanding of what the entire government-funded disability service system can provide.

The Deputy Ministers' report also noted other jurisdictions face similar issues due to finite budgets, underscored by generational shifts in expectations, and that all are at different points in making changes. If BC is to continue as a leader in the developmental disability sector, we must find a way to strike an appropriate balance between certainty and change while finding new and more nimble and sustainable approaches to deliver needed services.

Aligning with the "One-Government" approach will require a number of actions on CLBC's part. Foremost is improving CLBC's ability to help individuals and families experience accessing of supports and services to be as seamless and personalized as possible. A recommendation in the Deputy Ministers' report that will help in this regard is greater use of individualized funding (IF). CLBC has had an IF policy and practice framework in place since 2008 so is well positioned to support this recommendation. Research shows individualized funding (and direct payments) can lead to more responsive, cost effective services when compared to traditional block-funded services. Greater access to these payment mechanisms will support individuals and families to have more positive experiences when they go through the process of identifying and putting in place needed supports and services.

Collaboration and partnerships with government are necessary in order to focus on positive relationships with individuals and families and to improve cross-Ministry planning for individuals, particularly for those who transition through different stages of life and different types and levels of care. With respect to serving older adults, whose expectations are different than transitioning youth, this will require CLBC and government partners to engage in early provision of information and planning with families to help meet the needs of their older family members.

Collaboration with the Ministry of Health will be key, particularly with respect to a recommendation in the Deputy Minister's review that CLBC and the Ministry of Health assess and model the needs of this older cohort of individuals and develop a three-year plan to meet those needs and ensure early planning with families. A project working group comprising CLBC and Ministry of Health staff will be established in September 2012.

CLBC continues to be challenged to meet a growing demand for support, placing significant stress on the system. As we cannot meet every request for service, it is essential that CLBC demonstrate to individuals, families, service providers, government, and taxpayers that public funding is spent in the most effective and efficient manner. We have an obligation to ensure that access to supports and services is fair and equitable, appropriate to the current disability-related needs of individuals, and applied in a consistent manner across the province.

This obligation extends to saying, in clear and forthright terms, what we are spending money on, what we intend to accomplish, what results we have achieved in helping people, and what we have learned.

Significant progress has been made in developing tools to assess the qualitative results of services from an outcomes perspective. More effective measurement tools need to be developed to capture the relative need and related service response and assess the cost/benefit of various services in a manner that meets the basic tenets of "value for money" to further enhance our decision-making capabilities.

Everyone is entitled to know and understand the basis on which individual and organizational funding decisions are made. Importantly, decisions need to be communicated in ways that are clear to those involved. This requires having clear criteria for determining access to funding and measuring performance comparatively. This must be done using our best available evidence and in the context of what outcomes best meet our vision and mission.

Identifying and refining a common understanding and increasing transparency about the criteria used for decisions will contribute to dialogue between our staff, those requesting support, and service providers. This is essential to building greater involvement with the philanthropic and business communities as it will create a common language to assist in evaluating and making decisions about how we will conduct our work.

The table below summarizes the key goals and actions for our second strategic direction.

Align with the "One-Government" Approach to Persons with Developmental Disabilities	
Goal	**Action**
Individuals and families experience seamless service provision.	◆ Improve CLBC's approach and relationships with individuals and families ◆ Improve cross-Ministry planning for individuals who transition through different stages of life and different types and levels of care ◆ Engage in early planning with families to help meet the needs of older adults
Services are delivered in ways that are transparent, measureable and accountable.	◆ Align processes to enable people to plan with complete information ◆ Address issues and concerns raised by individuals and families in a timely way ◆ Fully implement an ongoing cycle of negotiated funding rates for service providers ◆ Implement reporting on and monitoring of outcomes alignment by accredited service providers ◆ Develop and implement electronic recording and tracking systems to support service delivery for individuals ◆ Implement a Vendor Management System that links to integrated case management and supports monitoring and contracting processes

Supports and services are allocated equitably.	• Develop an approach to record and track service requests using an integrated case management system as the basis for data collection • Develop and enhance tools and mechanisms to support equitable resource allocation • Identify and address service gaps in communities across B.C. • Refine CLBC's data gathering and information management framework and infrastructure • Develop management information required to deliver robust analyses of individuals' current disability-related needs and supports and services provided
Organizational decision making effectively supports CLBC's mission and vision.	• Align CLBC's organizational structure and accountabilities to support achievement of agreed outcomes • Align CLBC's policies and processes with successful practices

5.3 Promote Innovation and Resilience

Innovation refers to new or significantly improved ideas, goods, services, processes or practices that are meant to be useful. Innovation falls into four areas, each of which has a role at CLBC and in the community living sector more broadly:[3]

- **Product innovation** - a new good or service that is substantially improved
- **Process innovation** - a new or significantly improved production or delivery method
- **Marketing innovation** - new marketing methods with improvement in product design or packaging, product promotion or pricing
- **Organizational innovation** - new organizations, business practices, or ways of running organizations

Greg is proud of his job at Famous Player's Theatre in Prince George.

British Columbia, CLBC, self-advocates, families, and our service provider partners have a reputation for innovation that extends across national and international borders. We believe our innovative spirit can continue to be a source of investment, creativity, and growth. CLBC can both incubate and promote sector innovation. However, while our community partners and our staff demonstrate innovation on a daily basis, we need to do a better job of identifying, cataloguing, and evaluating these ideas to determine if they can be replicated.

[3] A Framework to Promote Innovative Thinking and Practice, CLBC, August 1, 2006 (http://communitylivingbc.ca/wp-content/uploads/Innovation_Framework.pdf)

Demand for supports and services outstrip our ability to meet them all. This situation is not unique to BC; other jurisdictions are experiencing similar challenges. We need to reach agreement with our stakeholders that making investments in new ideas and change can help to address future pressures. It is about doing more with the same resources. This will also require ongoing discussion with our stakeholders to establish better criteria for funding and evaluating innovative projects.

Allocating resources to initiatives when there is risk that they will not be successful will be challenging. While CLBC has a role in providing seed funding for needed innovations, the place in the innovation process where CLBC can have the greatest impact is documenting and evaluating ideas which are already underway. When we identify a valuable innovation we need to improve how we "scale up" the innovation to make it available to everyone as an option across BC.

Candid discussion with all community partners will be required in order to clarify expectations and to prevent misunderstandings about the role of innovation in creating a more sustainable system.

Accepting some level of calculated risk to try new ways of doing things is necessary to improve the possibility of finding new approaches. CLBC has the opportunity to collaborate with government ministries such as Social Development, Health, Children and Family Development, and Education and with individuals, families and service providers in the community living sector, along with the community social service sector, and philanthropic and private interests to harness the innovative approaches generated in communities. This will enhance the likelihood of successful outcomes and can help to create a more efficient, effective, and sustainable service system for individuals and families.

In 2009, CLBC began rethinking its approach to innovation, moving from a focus on making incremental changes to service delivery to thinking more strategically about ways to promote longer-term sector sustainability and resiliency by leveraging social and financial assets, and establishing collaborative partnerships.

Engaging in more innovative practices will require CLBC to invite different partners to the table to discuss how new approaches can be identified and delivered. "*Thinking outside the box*" has never been more important in community living. A key element of innovation is the ability to leverage available budgets. Leveraging funding by partnering with people and organizations to create new alliances is a relatively new practice in community living; it has not been used extensively when seeking sustainable solutions. This innovation and financing strategy, commonly referred to as social innovation, can help create new approaches to innovative and sustainable service delivery.

Resilience refers to the ability to recover from, or adapt easily to, misfortune or change. Resiliency can be bolstered by building networks, embracing change, sharing a common vision, demonstrating problem-solving skills and fostering innovation. These activities can be demonstrated through leadership, investment, and accountability. Sustainability is enhanced through demonstrating resiliency as well as being cognizant of strengths, weaknesses, opportunities, and threats and addressing them in an ongoing and timely manner.

CLBC's partnership with VanCity Community Foundation is an example of asset leveraging. In 2010, as a way to find sustainable innovative solutions to address the isolation of people with disabilities, CLBC and Lift Philanthropy Partners (then 2010 Legacies Now) partnered to make a combined financial contribution of $550,000 to create the Community Living Innovation Venture. Central to the Venture's approach is the engagement and strategic involvement of other funders, community organizations and business leaders. The Venture funds potential "pilot" innovations that support interested parties from across the community living sector to learn together.

The BC Social Innovation Council has been created to stimulate conversations and invite the province's citizens to help address the complex social challenges we face today, and will face in the future. This includes supporting adults with developmental disabilities to live meaningful lives in their communities by developing new approaches to service delivery that focus on contribution and belonging. CLBC will actively seek opportunities to apply the learnings the Council generates from its social innovation labs and research to its own innovation agenda.

Leadership is another key element that is needed to promote innovation and resilience. According to Dr. Michael Kendrick, *"Money doesn't think, people do."*[4] The aging of the leadership group within the service provider community and in CLBC is an issue and CLBC strongly supports a formal provincial strategy for staff succession and knowledge transfer. CLBC will also collaborate with the service provider community to engage in forward-thinking, cross-sectoral initiatives that leverage modest investments. Enhanced use of social media and technology and partnering online with organizations in BC and other jurisdictions are key ways by which CLBC will both share with and learn from others.

The table below summarizes the key goals and actions for our third strategic direction.

Promote Innovation and Resiliency	
Goal	**Action**
Existing and emerging sector challenges are addressed in innovative ways.	• With community living stakeholders, identify new approaches to address sector challenges • Identify, evaluate, and share successful innovations in the community living sector
CLBC business practices, systems and processes promote innovation.	• Develop incentives for innovation and build them into contracting framework • Explore alternative service delivery approaches to supplement or provide support to people
The community living sector demonstrates a high level of resiliency.	• Explore ways to leverage funding and services when implementing new initiatives • Support knowledge transfer in the community living sector. • Integrate new models and approaches into CLBC and service provider practice

[4] Dr. Michael Kendrick, Family Governance Presentation to CLBC, April 2009.

6. Next Steps – Implementing the Strategic Plan

The future presents significant challenges and opportunities for CLBC, the individuals we support, families, and the service providers with whom we work. This strategic plan outlines an ambitious blueprint for how CLBC intends to meet the challenges and leverage the opportunities. With our many partners, CLBC is committed to supporting individuals with developmental disabilities to participate as full citizens where they are able to make valuable contributions in all aspects of community life.

CLBC is committed to the following steps to achieve the goals and actions contained in this strategic plan. Specifically, we will:

1. Review our strategic plan annually and make any necessary changes to ensure its continued relevance.
2. Renew our operational plan, budget and other planning documents annually to ensure they all reflect the three key directions set out in this strategic plan.
3. Work with our partners to ensure this strategic plan is pursued in a meaningful and productive manner.
4. Communicate our three directions widely, including issuing annual progress reports.

Meeting the challenges and leveraging the opportunities will not be easy. The projected increase in the need for supports and services alone presents a real challenge. CLBC needs to be more collaborative and innovative. We will do this by increasing the involvement of others such as community organizations, local government, business, the philanthropic sector and thought leaders.

British Columbia has a history of innovation, collaboration and leadership in the community living sector. It is this history of successful innovation that gives us confidence that we can continue to meet the challenges we will face in the future. We recognize the challenges but we are excited about the future. The CLBC Board of Directors, management and staff are committed to achieving our collective vision of supporting individuals and their families to live *"good lives in welcoming communities*.

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